

# City of Grand Rapids Service Transformation

---

The City of Grand Rapids has developed a Transformation Investment Plan with funding available from the Transformation Fund to transform core City services to become financial sustainability by 2016. Due to the magnitude of the realignment of expenditures with revenues, the transformation of City services will require new models with new partnerships, technology, and governance. The City's Transformation Investment Plan has 76 value streams addressing all City services. The City created the Transformation Fund with revenues from the five-year temporary City Income Tax, Economic Vitality Incentive Program (EVIP) annual appropriations, and Competitive Grant Assistance Program grants, totaling approximately \$42 million over five years. The City is relying on Lean to bring employees and customers together to closely review each City service to create new service delivery models resulting in improved customer service and process performance and lower costs. Success will be measured by the financial sustainability of providing values outcomes for our citizens.

## **Design of a Framework to support the City's Transformation**

1. Established the Transformation Investment Plan with 76 value streams with the assistance of the Transformation Advisors (citizens)
2. Established the Transformation Investment Fund
3. Formed the Investment Managers (staff) to review and approve investment requests
4. Identified owners to complete each of the value streams
5. Identified and isolated complex value streams from the Transformation Investment Plan
6. Required owners of complex value streams to complete an A3 document (Lean)
7. Report progress quarterly to the City Commission and the public
8. Developed an online reporting tool to track the progress of each value stream
9. Developed a dashboard to report the City's progress
10. Scheduled owners to provide updates to Commissioners during Committee of the Whole meetings (City Manager's Transformation Update)
11. Developed budget reduction targets for all departments
12. The City Commission considers funding requests from the Transformation Fund by reviewing A3 documents on the value streams in the Transformation Investment Plan

## **City Services**

98 services provided

21 Public Safety Related (e.g., road patrol, fire suppression)

77 Non-Public Safety Related (e.g., voter registration and election, purchasing, vehicle impound, cemeteries, housing appeal board)

## **Transforming City Services**

- The City of Grand Rapids has taken steps to flatten the organization; the City's twenty-four departments have been reduced to seventeen, grouped into six service groups
- The Transformation Investment Plan is addressing a host of areas to transform how services are being provided, such as:
  - Explore regional service models for building inspections, economic development, assessing, community development, police services, fire services, emergency dispatch
  - Adopt universal codes to enhance opportunities for regional enforcement
  - Implement 3-1-1-Customer Service and Customer Relationship Management (CRM)
  - Deploy enterprise-wide e-commerce/e-business platform
  - Move toward virtual 24/7 City Hall with citizen self-service
  - Develop process to review fee policy
  - Reduce paper processing of accounts receivables
  - Complete business plans for golf course, parks, streets, pools, cemeteries, street lighting, stormwater, sidewalks,
  - Conduct a comprehensive review of all administrative policies to eliminate potential obstacles to the transformation efforts of the city